# Knowledge Sharing and DA
# Learning at the Point of Ne

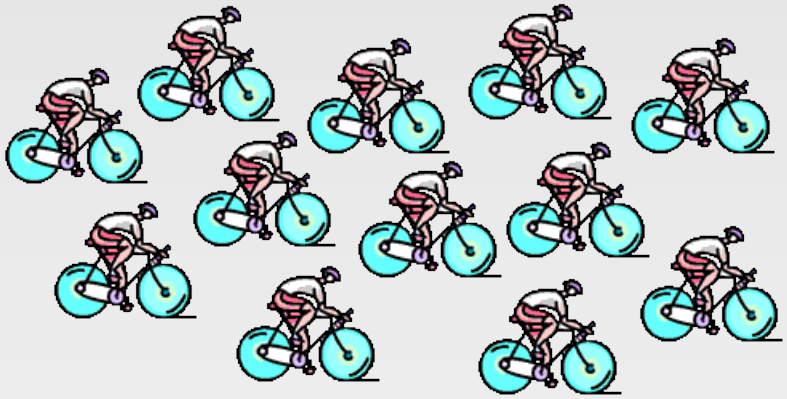
**Briefing for DAU Lunch & Learn**

**Kathy Spainhower**

**23 September 2015**

# Introduction

**If you know how to ride a bike, you cannot simply transfer that ability to another person just through "classroom instruction."**



Source: www.differencebetween.com

**DAU recognizes you gain that ability when you "learn by doing".**

# Why the Emphasis on Knowledge Now?

Traditionalists and Boomers are exiting the workforce.

X" and Generation 'Y' are expected to demonstrate undiminished capability

Generation 'Z' will be entering the workforce in about 10 years

A lot of Defense Corporate Knowledge is…

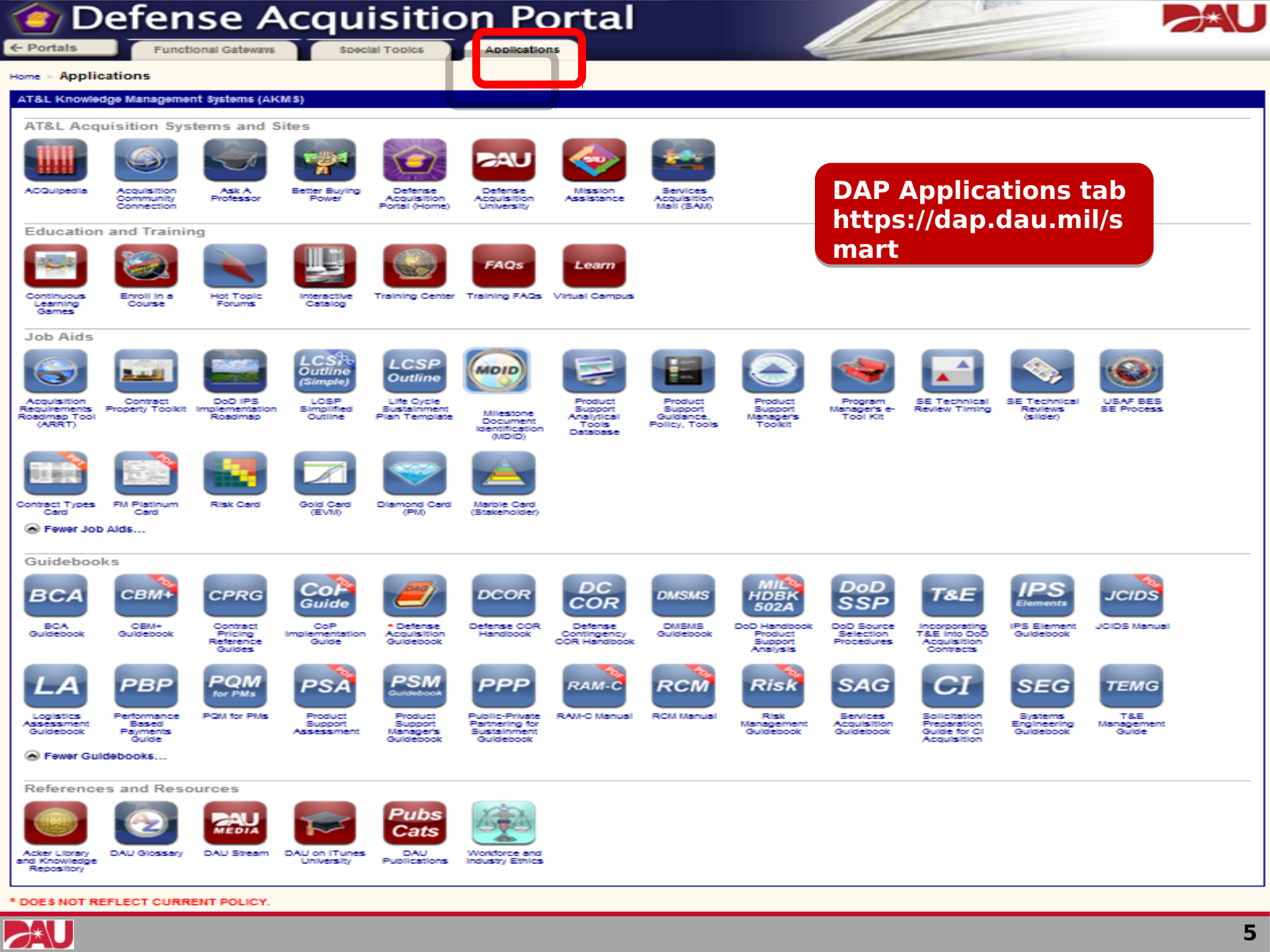
Leaving

# Introduction

**Job-focused knowledge, supported by "knowledge-sharing" sites (e.g. Proven Practices/Lessons Learned reinforces acquirer "lear**

**Learn from other acquirers' experiences**

**Many of these sites already exist**


Defense Acquisition Portal
Portals
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AT&L Knowledge Management Systems (AKMS)
AT&L Acquisition Systems and Sites
ACQuipedia
Acquisition Community Connection
Ask A Professor
Better Buying Power
Defense Acquisition Portal (Home)
Defense Acquisition University
Mission Assistance
Services Acquisition Mall (SAM)
Education and Training
Continuous Learning Games
Enroll in a Course
Hot Topic Forums
Interactive Catalog
Training Center
Training FAQs
Virtual Campus
Job Aids
Acquisition Requirements Roadmap Tool (ARRT)
Contract Property Toolkit
DoD IPS Implementation Roadmap
LCSP Simplified Outline
Life Cycle Sustainment Plan Template
Milestone Document Identification (MDID)
Product Support Analytical Tools Database
Product Support Guidance, Policy, Tools
Product Support Manager's Toolkit
Program Manager's e-Tool Kit
SE Technical Review Timing
SE Technical Reviews (slider)
USAF BES SE Process
Contract Types Card
FM Platinum Card
Risk Card
Gold Card (EVM)
Diamond Card (PM)
Marble Card (Stakeholder)
Fewer Job Aids...
Guidebooks
BCA Guidebook
CBM+ Guidebook
Contract Pricing Reference Guides
CoP Implementation Guide
* Defense Acquisition Guidebook
Defense COR Handbook
Defense Contingency COR Handbook
DMSMS Guidebook
DoD Handbook Product Support Analysis
DoD Source Selection Procedures
Incorporating T&E into DoD Acquisition Contracts
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DAP Applications tab https://dap.dau.mil/smart
* DOES NOT REFLECT CURRENT POLICY.

# ACQuipedia

*Your Online Acquisition Encyclopedia*

**ACQuipedia**
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**Key Performance Parameters (KPPs)**

https://dap.dau.mil/acquipedia - 9/4/2014 12:55:54 PM

Performance attributes of a system considered critical to the development of an effective military capability. A KPP normally has a threshold representing the minimum acceptable value achievable at low-to-moderate risk, and an objective, representing the desired operational goal but at higher risk in cost, schedule, and performance. KPPs are contained in the Capability Development Document (CDD) and the Capability Production Document (CPD) and are included verbatim in the Acquisition Program Baseline (APB). KPPs are considered Measures of Performance (MOPs) by the operational test community. See Acquisition Program Baseline (APB), Validation Authority, Capability Development Document (CDD), Capability Production Document (CPD), "Mandatory" Key Performance Parameters (KPPs), Threshold Value,Objective Value, and Measures of Performance (MOPs)). (Source: DAU Glossary of Defense Acquisition Acronyms & Terms) KPPs. Performance attributes of a system considered critical to the dev **Read more…**

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What video are you looking for?

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**DAU Hot Topic Training Forum 25 June 2014**

Video provides presentation by Mr. Ken Brennan that covers the subject of Strategic Sourcing for a DoD perspective. It includes techniques and descriptions of this concept. Video first requires editing by Mr. Brennan

More

duration: 01h:23m:08s

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**DAU Hot Topic Training Forum 25 June 2014**
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**DAU Hot Topic Training Forum Functional**
The forum presenters collaborated with Dr Ronald Fox, Professor of Business Administration...
date:08/26/14 | duration:01h:07m:00s

**Contract Protest before GAO**
This video addresses approaches to minimize protests and minimize the impact of protests o...
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Student orientation video (link to be posted on "Capital & Northeast (CNE) Locations" page...
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**CNE Student Orientation (Belvoir)**
Student orientation video (link to be posted on "Capital & Northeast (CNE) Locations" page...
date:08/11/14 | duration:11m:32s

**CNE Student Orientation (Hanscom)**
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**DAP Video Stream**
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# Ask A Professor

*Got an AT&L Question? Go to the AT&L experts!*

**Ask-A-Professor**
**https://dap.dau.mil/AAP**

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- Test and Evaluation
- Other

## Welcome to Ask A Professor

Ask A Professor (AAP) is a Department of Defense resource for asking acquisition and logistics questions concerning policies and practices.

Feel like browsing our library of question and answers? Just select any of the Career Fields in the menu on the left to begin.

For more information about Ask A Professor, click the "About" button at the top.

## Most Recent Answers

Curious about the type of questions we get? Below is a list of the five latest answers to questions submitted to our experts…

Friday, 9/5/2014 — Answered by: DAU
**Business/Contract Clearance for SABER Task Orders**

Friday, 9/5/2014 — Answered by: DAU
**Procurement Document in Property Records**

Friday, 9/5/2014 — Answered by: DAU
**Determination of Non-Personal Service**

Friday, 9/5/2014 — Answered by: DAU
**Gray Market Sales**

Friday, 9/5/2014 — Answered by: DAU
**Final Overhead Rates for FP-IF Contract Closeout**

## Most Viewed Questions (and Answers)

These may not the most "Frequently Asked Questions" about defense acquisition, but they are the five most frequently *viewed* questions and answers.

126749 page views — Answered by: DAU
**Army UIC Listing**

30878 page views — Answered by: DAU
**Navy Approved Software List?**

30046 page views — Answered by: DAU
**Separating Acquisition or Procurement personnel from contractors?**

29540 page views — Answered by: DAU
**Completed example BCA**

## Ask A Question

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2. Search the Ask A Professor library by typing your question into the text box at the top of this (or any) page and clicking the Search button.
3. *After all that,* if you're sure no one has already asked and answered your question, then…

**Ask A Question**

## Who answers these questions?

These Services and agencies provide answers to the questions:

- Defense Acquisition University
- Assistant Secretary of the Army for Acquisition, Logistics, and Technology
- Naval Air Systems Command
- Air Force Materiel Command
- Joint Chiefs of Staff

Welcome to Acquisition Proven Practices and Les...

# Acquisition P²L²

*Acquisition Proven Practices and Lessons Learned*

**Public site: Acquisition P²L² - Acquisition Proven Practices and Lessons Learned**
**https://dap.dau.mil/apl**

Home | About

## Better Buying Power

### Should-Cost

A repository of best practices and case studies developed IAW 24 April 2013, BBP 2.0 Implementation Memo, supporting "Control Cost Throughout the Product Lifecycle" to "Implement Should-Cost based management." This site is restricted to DoD AT&L Government only. Other DoD Government personnel, with a need to know, may send an access request to dauhelp@dau.mil

ARA and DoD Components

### Performance Based Logistics

A knowledge repository for Performance Based Logistics (PBL) Results and Successes for DoD, Service, Agency, and industry lessons learned, best practices, successes, examples, initiatives, processes. This site contains PBL Award Winning Programs, Proof Point Initiatives, Lessons Learned and Proven Practices, and Program and Service-specific PBL Initiatives for the benefit of PBL practitioners from all defense acquisition workforce functional communities, including but not limited to life cycle logisticians, product support managers, program managers, and contracting officers.

ODASD (MR)

## Acquisition Proven Practices/Lessons Learned

### After Action Reports

A repository of unclassified After Action Reports from deployed Contingency Contracting Officers. An AAR is a professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses.

Pending AAR tool website

DPAP

### Center for Army Acquisition Lessons Learned

The Acquisition Lessons Learned Portal was established at the direction of the Army Acquisition Executive to provide the capability to collect, archive, analyze, and disseminate lessons learned to provide the Army materiel acquisition enterprise with a tool to make informed decisions based on historical trends and best practices, and influence acquisition policies, planning, execution and decisions.

Army (AMC)

### Overseas Contingency Operations

A consolidation of publicly available information, the Overseas Contingency Operations Acquisition History and Lessons Learned CoP is designed as a searchable repository for overseas contingency acquisition, or acquisition related, lessons learned, policies and regulations, and special assessments regarding Operation Enduring Freedom and Operation Iraqi Freedom. This site includes reports from GAO, SIGAR, SIGIR, Commission on Wartime Contracting, CRS, news reports, and Legislative reports. This site is restricted to government only due to the consolidated nature of the content.

Contributed by DAU

### Service Acquisition Mall

DAU's Service Acquisition Mall is a proven practice which provides usable tools and templates to create a performance-based service acquisition requirement. SAM provides a working level understanding of the Seven Steps to Acquisition Services. SAM's structured content helps acquisition personnel develop the fundamentals of their contracts.

DAU (ACQ)

*Click here to go to the*
**Better Buying Power Gateway**

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**BBPi Thrust 1**

Implementing Better Buying Power initiatives is not a simple undertaking. However, these initiatives are broken down into five major thrust areas and ... [More]

10 Jan 2012 05m:24s

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**Should Cost vs Will Cost Part 1 of 3**
This module tracks through the major policy memos on Should Cost from the first Better Buy...

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# Defense Acquisition Portal

*Your One-Stop Source for Acquisition Information and Tools*

**Defense Acquisition Portal**
**https://dap.dau.mil**

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## Workforce News

**2012 USD(AT&L) Workforce Development Award Announcement**
https://dap.dau.mil/workforce/... - 6/6/2012

**2012 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Development Award Program**

Read details here including USD(AT&L) memo and FAQ

More Workforce News 3/11

## Featured AT&L - Acquisition Services and Systems

AAP | ACC | ACQuipedia | BBP | DAG | DAP | DAU | Enroll | iCatalog | MDID | PM Toolkit | RoadMap | SAM | Training Ctr | Apps Portal

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ACQ P²L² Acquisition Proven Practices and Lessons Learned

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Sep 4 — **ACQuipedia Articles Now Incorporated into Online Contracting Courses**
September 04, 2014 - Lenny Manning
Contracting ACQuipedia Course Links: Fifteen links to 15 different Contractin...

Sep 4 — **PBL Quote**
September 04, 2014 - Bill Kobren
A student in a recent LOG 340 Life Cycle Product Support course offering mad...

Sep 3 — **Agile Capability Requirements to Keep Pace with Evolving Threats**
September 03, 2014 - Patrick Willis
Development and fielding of military capability solutions, supported by JCIDS ...

Sep 3 — **Pentagon Says Website Improves Communication Between DoD, Industry (DEFENSE NEWS, Sep 2, 2014)**
September 03, 2014 - Lenin Vincent
An article published by the Defense News on 2 Sept 2014, states the Pentagon i...

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- Program Management
- Purchasing
- Science and Technology Manager
- Engineering
- Test and Evaluation

## Special Topic Gateways

- Better Buying Power
- Acquisition Mission Areas
- Milestone Documents (MDID)
- DoD PS Roadmap Tool
- Overseas Contingency Operations
- Space Acquisition

## DAU Featured Video

**2014 Acquisition Training-Keynote-Frank Kendall**

Keynote: USD(AT&L), The Honorable Frank Kendall Instilling Continuous Process Improvement within the Acquisition Team... [More]

08 Apr 2014
49m:39s

## Acquisition Reading - Recent Policy

DoDI 3222.03, Department of Defense Electromagnetic Environmental Effects (E3) Program August 25, 2014

DoD Instruction 3204.01, DoD Policy for Oversight of Independent Research and Development (IR&D) August 20, 2014

DoDI 3204.01, DoD Policy for Oversight of Independent Research and Development (IR&D) August 20, 2014

# Scenario One – Services Acquisition

**You are the COR on a knowledge-based services acquisition and your supervisor has stated you need to prepare the requirements documents (PWS, QASP, CDRLs) for the follow-on acquisition. You have never written requirements for a services acquisition before. Where do you go to find proven practices for writing requirements and samples of tasks and performance standards?**

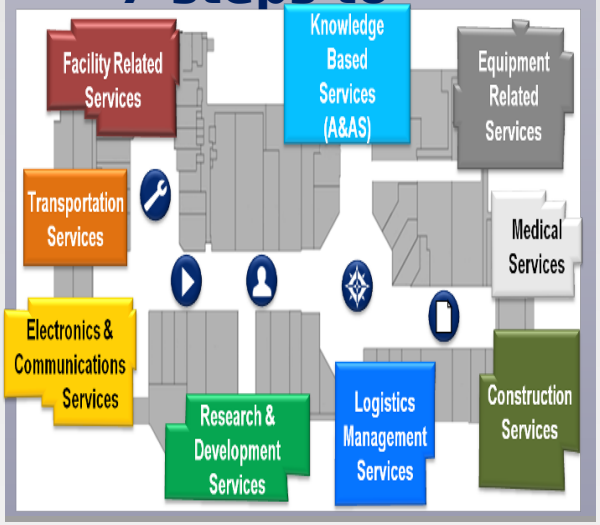
Service Acquisition Mall

Automated Requirements Roadmap Too

# Where could you go?

## Service Acquisition Mall (SAM)

- **Improve tradecraft in services acquisition**
- **7-steps to**




## BBP Focus Areas

1. Achieve affordable programs
2. **Control costs throughout lifecycle**
3. Incentivize productivity
4. Eliminate bureaucracy
5. Promote competition
6. **Improve tradecraft in services**
7. Improve professionalism

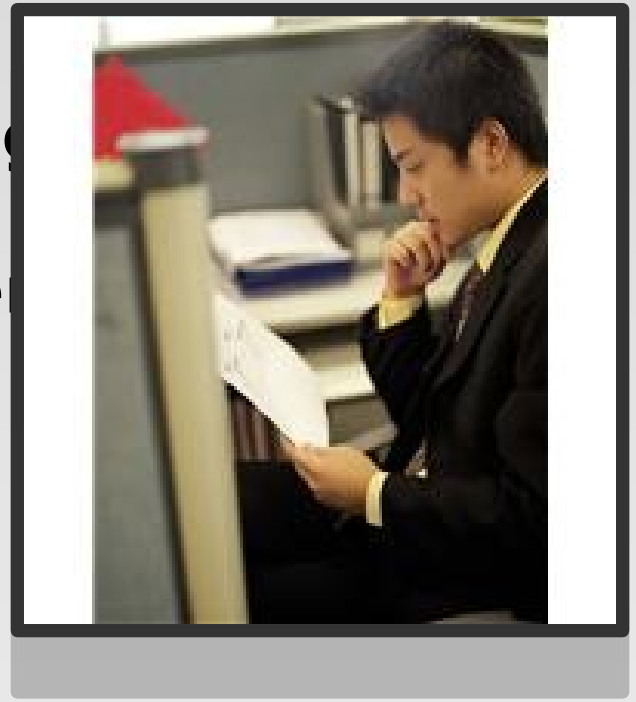
## Acquisition Requirements Roadmap Tool (ARRT)

- **Structured methodology tool to create PWS**

# Scenario Two – Contingency Contracting

**SCENARIO:**

**You are a Contingency Contracting Officer (CCO) preparing for your first deployment**



***Where can you go to find proven practices on preparing yourself for the mission ahead?***

**Defense Procurement and Acquisition Policy *Contingency Contracting Games site***

# Where could you go?

## Defense Procurement &

## *Contingency Contracting Games*

A number of games have been created over the years to help Contingency Contracting Offi[illegible]

***The Barda Bridge simulation is a best practices favorite among CCOs***

# Scenario Three – Logistics (PBL)

**WHO**

- You are the Program Manager on an ACAT III program. You are preparing evaluation criteria for a new source selection and have some questions about how others are implementing Performance Based Logistics

**WHAT**

- You are specifically looking for success stories and results

**WHERE**

- Where can you go to find PBL success stories to improve your program?

Performance Based Logistics Results and Successes

# Where could you go?

Performance-Based Logistics (PBL)

PERFORMANCE BASED LOGISTICS
PBL
DELIVERING AFFORDABLE READINESS

*Improving DoD Materiel Availability and Reliability While Reducing O&S Costs and Mean Down Time*

***Increase Effective Use***

## *BBP Focus Areas*

1. Achieve affordable programs
2. Control costs throughout lifecycle
3. **Incentivize productivity**
4. Eliminate bureaucracy
5. Promote competition
6. Improve tradecraft in services

DEPARTMENT OF DEFENSE
SOURCE SELECTION PROCEDURES

***DoD Source Selection Procedures***

# Department of Defense Source Selection Procedures (DoD SSP)

Community

**Source Selection Procedures https://acc.dau.mil/dodssp**

Main View | All Contributions

## Welcome

Web-enabled version of the Department of Defense Source Selection Procedures, dated 4 Mar 2011

PREVIOUS PAGE NEXT PAGE

DEPARTMENT OF DEFENSE
SOURCE SELECTION PROCEDURES

DPAP Memo, 4 Mar 11

Memo & DoD SSP (PDF Version)

**Chapter 1. Purpose, Roles, and Responsibilities**
1.1. Purpose
1.2. Best-Value Continuum
1.3. Applicability
1.4. Source Selection Team Roles and Responsibilities
1.5. Program Management/Requirements Office Roles and Responsibilities

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ACC Home  Up one level

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  - Preparatory Coursework
  - Day 1 Course Materials
  - Day 2 Course Materials
  - Day 3 Course Materials
  - Day 4 Course Materials
  - Tools & Other Resources
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"source selection"

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* pending items at this location

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# Source Selection Simulation

Community

Conduct a Search | Ask a Question | Add Content | Other Actions

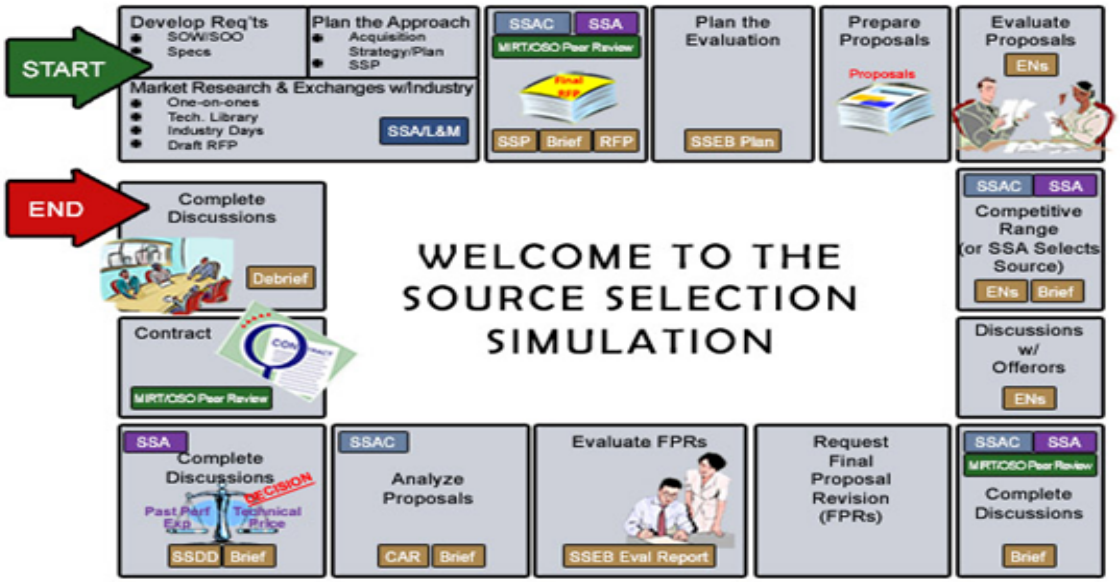
Search

Content & Member Profiles | All Communities

Main View | All Contributions | What's New | Q & A | Blogs | Members

## Welcome

**Course Site restricted; contact DAU Mission Assistance office for Source Selection Simulation training**




This is an interactive graphic. Sections related to coursework are hyperlinked.

**Preparatory Coursework** | **Day 1 Course Materials** | **Day 2 Course Materials**

# Scenario Four – Cash Flow/PBP

You are the Cost/Price Analyst on a sole source acquisition and the Contractor has proposed to use performance based payments (PBP) as its method to finance its contract.

Where can you go to find lessons learned on profit, and what motivates a Contractor to perform when using PBPs?

Performance Based Payments Guide and Cash Flow Analysis Tool

# Where could you go?

## *BBP Focus Areas*

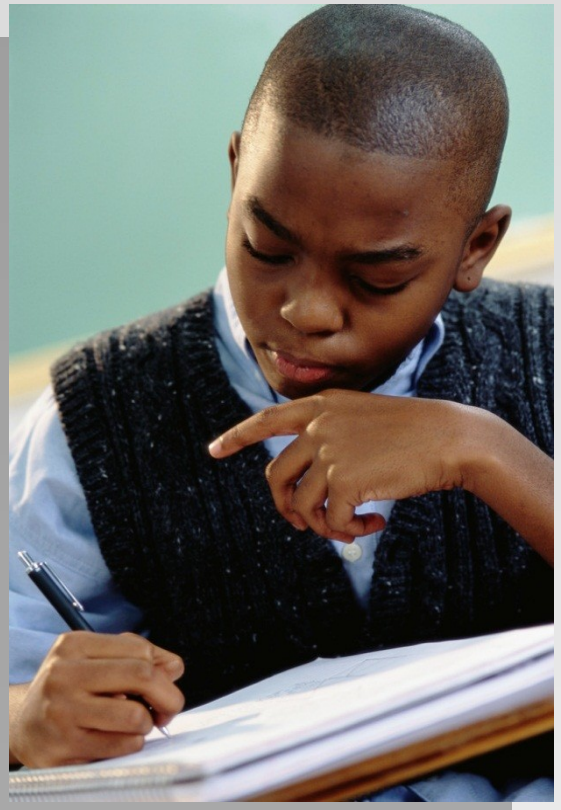
1. Achieve Affordable Programs
2. Control costs
3. **Incentivize productivity**
4. Eliminate bureaucracy
5. Promote competition
6. Improve tradecraft in services
7. Improve professionalism

## Performance Based Payments - Guide Book & Analysis Tool

Proven practices, tool, and examples using the time-value of money to negotiate win-win arrangements associated with improved cash flow

# Scenario Five – Should-Cost

**You are a Cost Estimator for a Navy Program. You are working with your Program Manager to development a should-cost estimate for potential cost savings on your program.**



***Where can you go to find should-cost proven practices and case studies from other programs within the Navy and other services for possible implementation on your program?***

**ACQ Proven Practices, Lessons Learned (ACQ P²L²) Should-Cost Repository**

# Where could you go?

## ACQ P²L² Should-Cost Repository

Should-Cost Portal
*Should-Cost Proven Practices and Case Studies*

This site contains sensitive information that shall not be redistributed

Enter any keyword or #tag | Find

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Multiple Techniques Will Lower Aviation Program Costs More Than $1B, Cite Lifecycle
8/19/2014 - Should-Cost Portal

For engine time-on-wing, increasing reliability decreases the number of required spares, therefore eliminating the need to procure sixteen new engines for the production line. The joint performance-based logistics contract rewarded decreases in maintenance time measured with two major metrics: Repair Turn-Around Time (RTAT) and numbers of Technical Assist Requests (TAR). The Aviation program issued competitive support equipment contracts, instead of the original strategy of outsourcing to the original equipment manufacturers. Over one-hundred components were broken away from the prime contractors for the aircraft and contracted directly with the suppliers: the original equipment manufacturers for the

Better Buying Power 4 Years On: Is It Making a Difference? | John Higbee discusses the Should-Cost at US Coast Guard | Multiple Techniques Will Lower Aviation Program Costs More | GAMLRS Bundle Saves the Army $52M | Several Cost-Cutting Techniques Lower C3I by $12M | F-22 Cost Save $32

**Value Saved**

**Featured Video by DAU Stream**

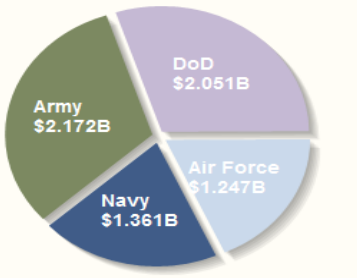
USD(AT&L) Should-Cost discussion--Video clip (1m15s) provided by VS from USD(AT&L) remarks at the Better Buying Power (BBP) 2.0 in Howell Auditorium.... [More]

25 Apr 2013 01m:19s

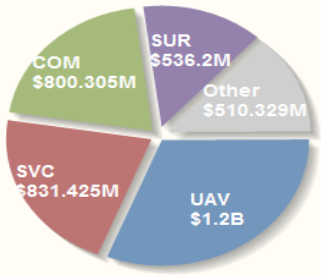
**USD(AT&L) Should-Cost Discussion at BBP 2.0 Rollout**
USD(ATL) Should-Cost discussion--Video clip (1m15s) provided by VS from USD(AT&L) remarks ...

**USD(AT&L) Should-Cost Discussion at SLAT Conference**
USD(AT&L) Should-Cost discussion at SLAT Conference--Video clip (2m30s) provided by VS fro...

**by Service or Agency**




**by Commodity**

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Accelerated Schedule | Acquisition Strategy | Affordability | Caps | Bid Price | Bundled Procurement | Business Case Analysis | Competition | Configuration Management | Constraining Cost | Continuous Process Improvement | Contract Actions | Contract Modification | Contract Negotiation | Cost Analysis | Cost Control | Cost Effectiveness | Cost Efficiencies | Cost Estimate | Cost Reduction | Cost

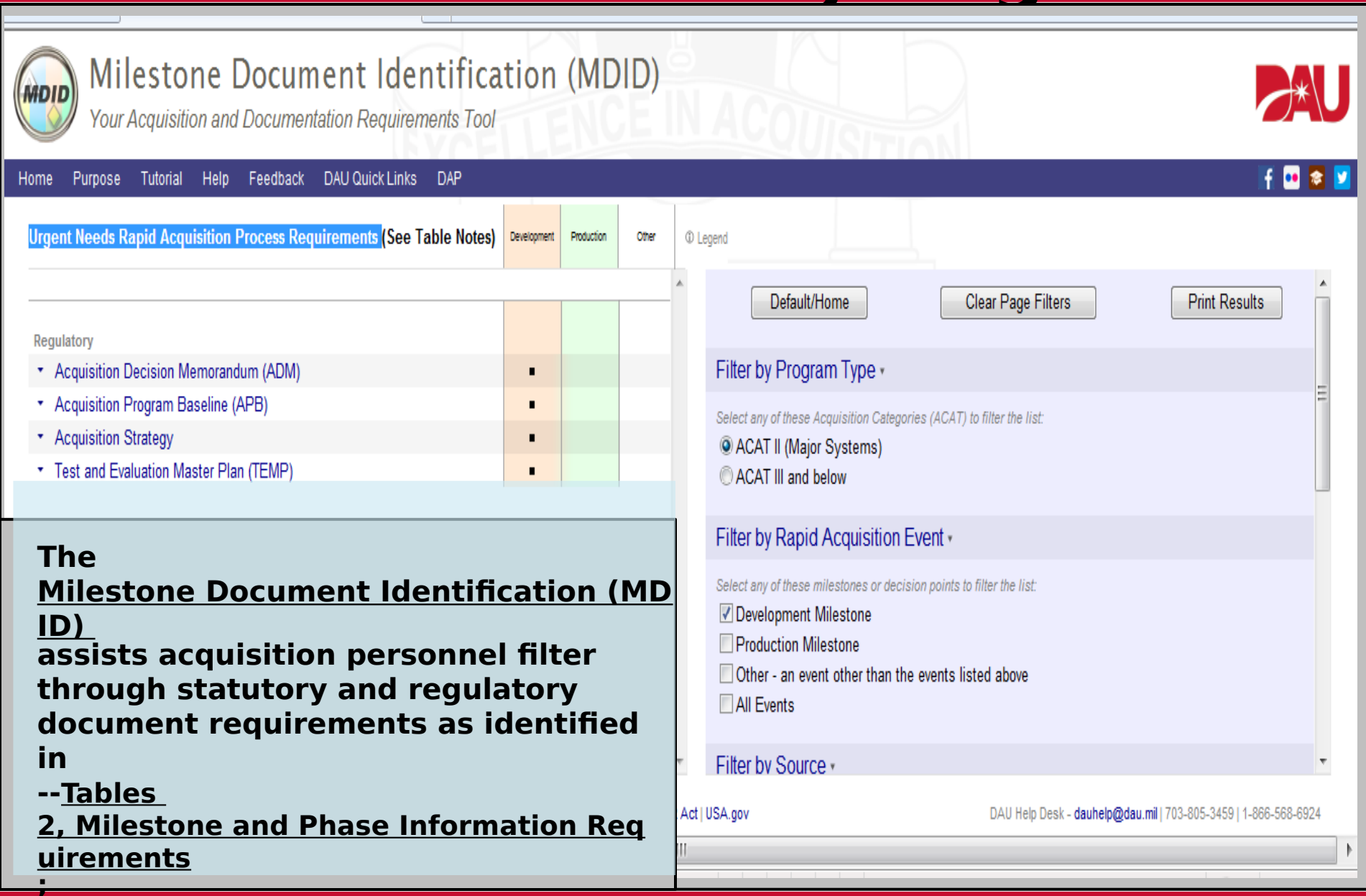
# Scenario Six – Program Management

**You are a Program Manager on an urgent ACAT II, Major Systems program. You are in development and you need to quickly double-check that you have identified all of the required regulatory documents for this event.**

***Where can you go to quickly find all of the statutory and regulatory documents required for a development rapid acquisition event?***

Milestone Document Identification Tool

# Where could you go?




**The Milestone Document Identification (MDID) assists acquisition personnel filter through statutory and regulatory document requirements as identified in**

**--Tables 2, Milestone and Phase Information Requirements;**

**--Table 5, Recurring Programs Reports;**

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5 Life-Cycle Logistics
6 Human Systems Integration (HSI)
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13 Program Protection
14 Acquisition of Services
Relevant Policy & Guidance
DoDD 5000.01 - The Defense Acquisition Systems
Interim DoDI 5000.02 - Operation of the Defense Acquisition System (Dated 11-26-2013)
CJCSI 3170.01H - Joint Capabilities Integration & Development System
JCIDS Manual - Manual For The Operation Of The Joint Capabilities Integration And Development System
Recent Policy & Guidance
Should Cost Management in Defense Acquisition Dated 06 August 2013
BBP 2.0 Implementation Directive Dated 24 April 2013
DoDD 5250.01 Management of Intelligence Mission Data (IMD) in DoD Acquisition - Dated 22 Jan 2013
CCA DoD-CIO Memo - Dated 18 May 2012
More >>
Recent DAG Updates
The DAG does not reflect the changes in the Interim DoDI 5000.02. Click to read more.
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# Integrated Defense Acquisition Guide

**DoDD 5000.01**

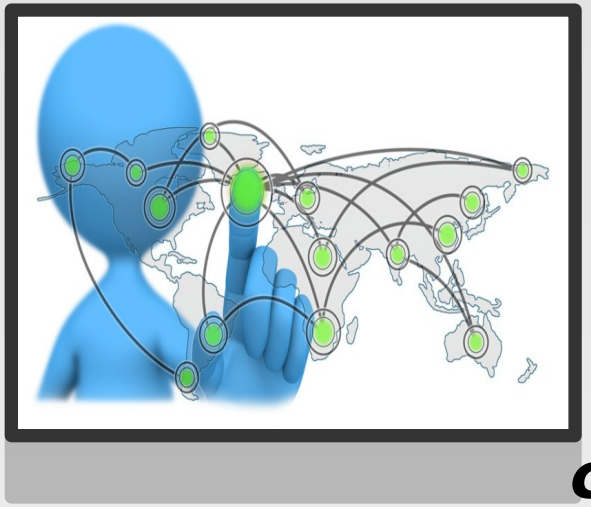
**DoDI 5000.02**

Anticipated NLT 4th Qtr FY16

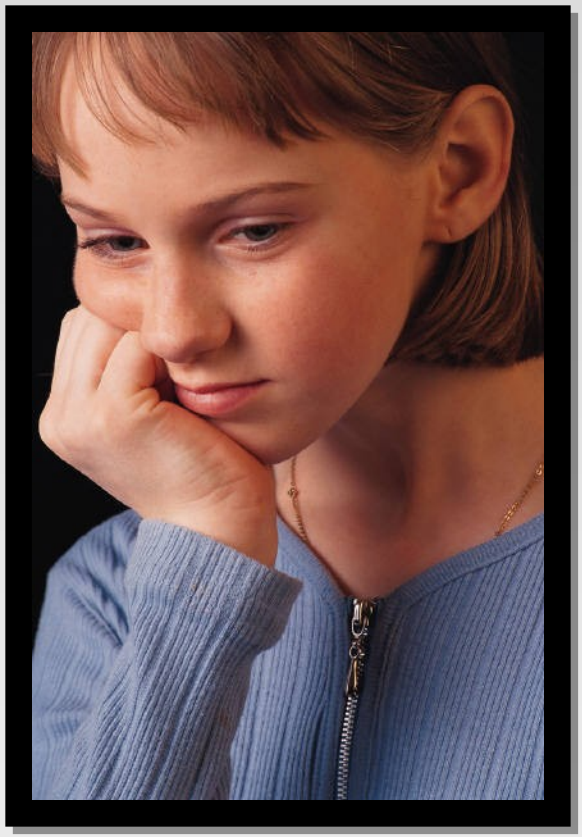
**DoDI 5000.ac**

# Scenario Seven – Product Support

**You are a Program Manager on a major weapon system and you are trying to build a product support package for technical data for the lifecycle of your**

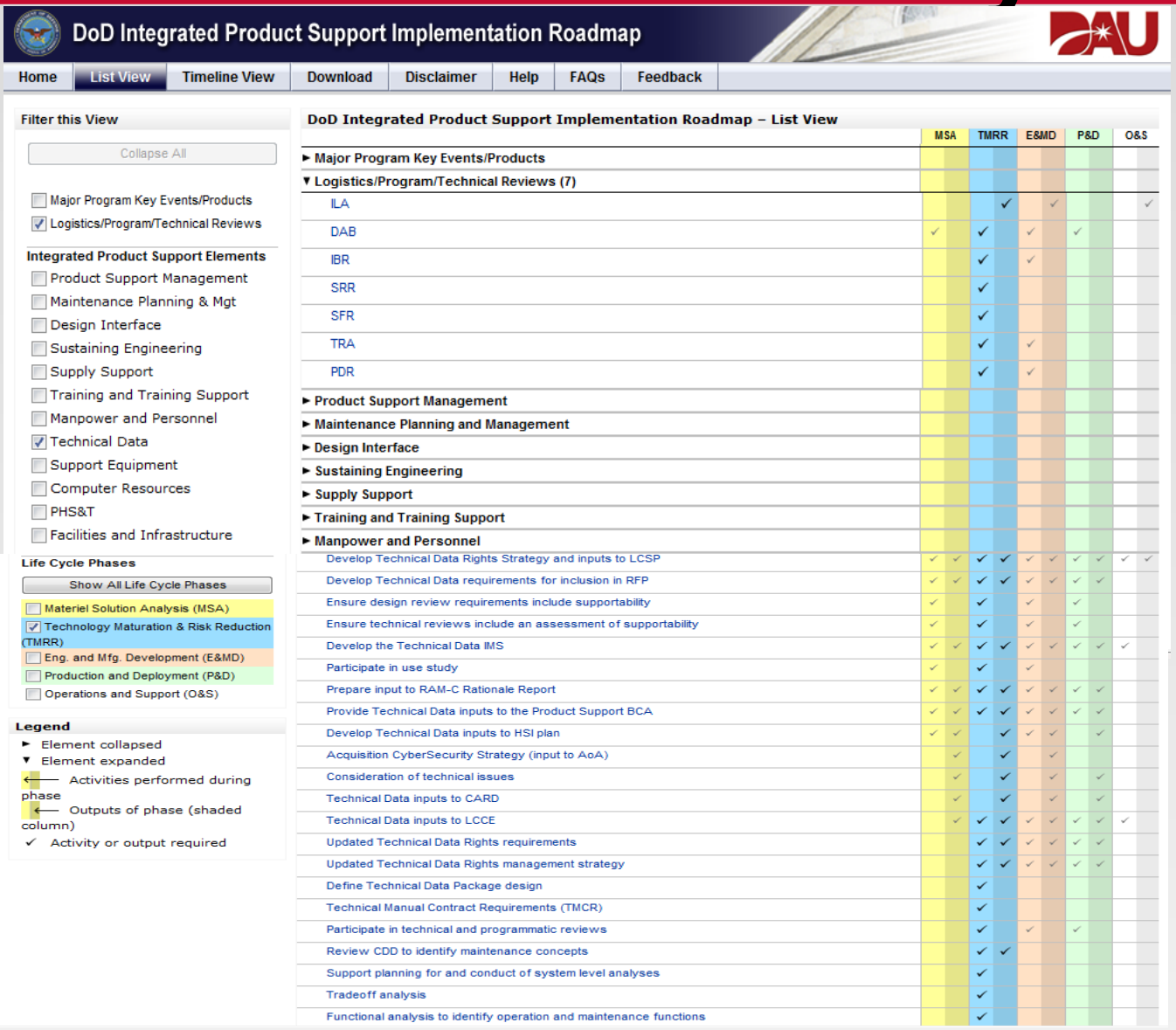


***Where can you go to find what activities are required at each milestone to develop a complete technical data package?***



## DoD Integrated Product Support Implementation (PS) Roadmap

# Where could you go?



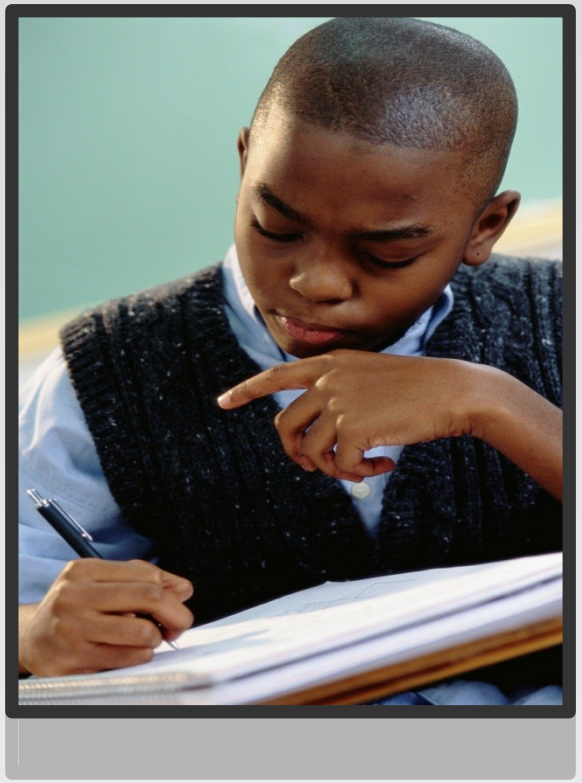

## DoD IPS ROADMAP

**The DoD IPS Roadmap is a tool to help the Defense Acquisition Workforce understand and build the best product support package in support of the Warfighter.**

**The "List View" is a compact list of Product Support activities and outputs required.**

# Scenario Eight – Open Systems Architecture

**You are a Engineer designing the next generation submarine combat system. You know your supervisors have been emphasizing the need to increase competition.**



***Where can you go to find proven practices and case studies on implementing open systems architecture and leveraging intellectual property to increase competition?***

Open Systems Architecture CoP, Intellectual Strategy Guide, OSA Guidebook, and OAAT tool

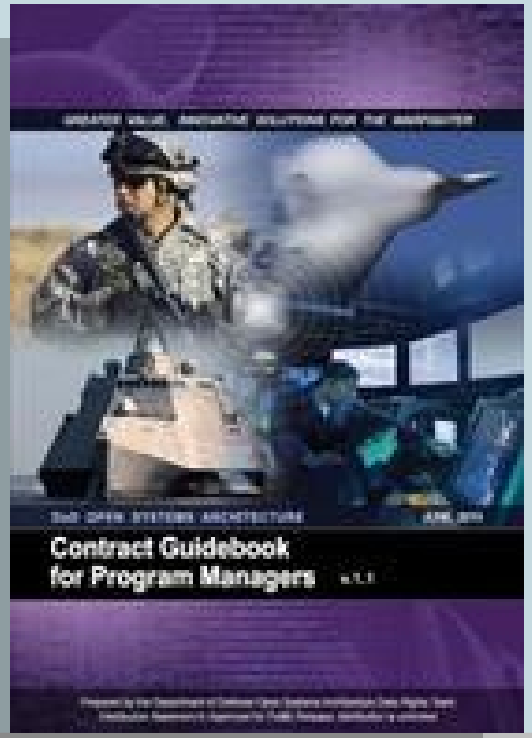
# Where could you go?

## BBP Focus Areas

1. Achieve affordable programs
2. Control costs throughout lifecycle
3. Incentivize productivity
4. Eliminate bureaucracy
5. **Promote competition**
6. Improve tradecraft in services
7. Improve professionalism

## Open Systems

OSA




**Open Architecture Assessment Tool (OAAT)**

**Acquiring & Enforcing Govt Rights in Tech Data & Computer Software Handbook**

# Scenario Nine: Technical Challenges

**You work for NASA in the Aeronautics Sciences Directorate and have recently started working in the Unmanned Aerial Vehicle program office.**

**Your co-workers tell you about interoperability challenges affecting several of the UAVs due to proprietary rights on the ground control systems. You have been asked to research possible technical solutions.**

***Where can you go to find proven practices or lessons learned to help address this issue?***

**Defense Technical Information Center (DTIC) Technical Reports**

# Where could you go?

## Welcome to the Defense Technical Information Center

Since 1945, the Defense Technical Information Center (DTIC) has proudly served the United States Department of Defense (DoD) community as the largest central resource for DoD and government-funded research, development, technical, and engineering information. DTIC enables the defense research and development community to maximize the availability, use and collaboration of the almost 4,000,000 technical records resulting from Defense-funded technical activities. Approximately half of the records are available for the public to search, free of charge, through this site. Department of Defense and federal government employees and their contractors can access the rest of the collection through the R&E Gateway, login now.

Resources | R&E Gateway | Find It

- DoD Information Analysis Centers
- Budget Tools
- DoD Investment Budget Search
- Submit Documents
- Defense Innovation Marketplace

## DTIC News Wire

DSIAC Defense Systems Information Analysis Center

**DSIAC and Malloy Aeronautics Demonstrate Military Hoverbike Prototype**

Defense Systems Information Analysis Center (DSIAC) and the United Kingdom's (U.K.) Malloy Aeronautics (MA) recently collaborated on a Tactical Reconnaissance Vehicle (TRV) based on MA's original Hoverbike model.

View

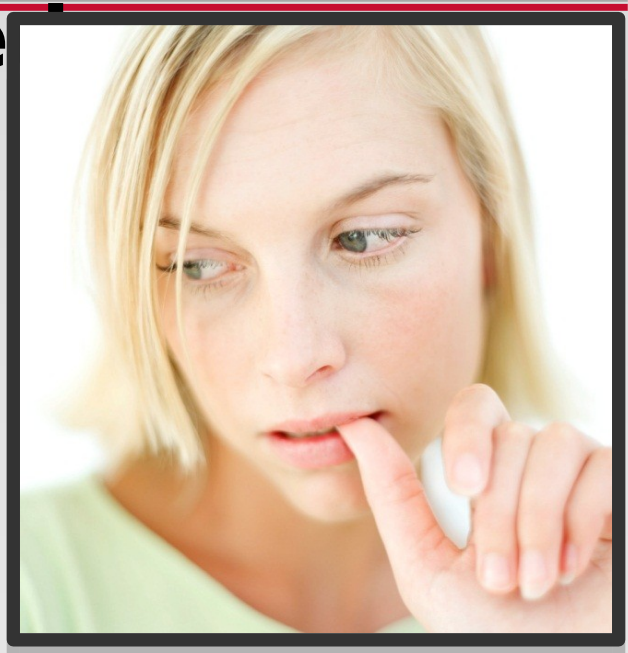
**Unified Research and Engineering Database**

Search for the latest DoD research projects and summaries using either Research Projects or by searching just the URED Collection in the Enterprise Search. Note: You must be a registered user.

View

# Scenario Ten – Milestone Review Lessons Learned

**You are a Program Manager preparing for your next milestone review. You are looking for trends on lessons learned which are occurring at each Milestone Decision.**



***Where can you go to learned trends on m***

**Army Acquisition Lessons Learned (AALL) Portal and AALL Bulletin**

# Where could you go?

## Army Acquisition Lessons Learned Po

***AALL is the trusted source for relevant and timely real world acquisition and materiel lessons***

## Acquisition Lessons Lear Bulletin

sible to DoD Government Only – Information in next 5 slides pre-approv

# Strategic Trends (All sources)

These are the issues being reported that deal with program oversight
and regulations/statutes that cause **roadblocks** for Army programs.

- **Lack of coordination between oversight offices and sequencing of program events**
  **causes program delays** (10 lessons from 5 PEOs, 2 reports)

  Examples:

  - Army information activities are fragmented across HQDA with each office having unique requirements (G-3 Information Requirements, G-6 Acquisition Compliance and Certification,

    G-6 Frequency Spectrum Division-NETCOM, G-6 Architecture Operations Network and Space)
  - ASARC decisions affecting other programs need to be captured and shared
  - Program schedules could be condensed by 12-18 months if RFP could be released prior to MS

- **Program Oversight authorities should support streamlining of documentation requirements where appropriate** (12 lessons from 6 PEOs, 1 report)
  - Although this is permitted by DoD 5000.02, some programs still report issues (why?)

- **Lack of appropriately trained personnel and good leadership can hinder program**
  **success** (10 lessons from 3 PEOs, 2 reports)
  - PMs should not be constrained by outside commitments
  - Incentives should be used to keep well performing PMs/ teams in place

# Practical/ Operational Trends (All Programs)

These are the issues being reported that can be improved at the working level within the acquisition community.

- **Early and efficient milestone and documentation preparation is key** (32 lessons from 8 PEOs)
  - Coordinate with stakeholders early, utilize documentation IPTs and tracking tools, and know what is required for the MS review.
- **Integration risks are underestimated throughout program lifecycle** (16 lessons from 4 PEOs)
  - Plan for adequate integration testing in program schedule and engage program stakeholders early and often to reduce programmatic risk.

***NOTE: AMSAA & TARDEC currently pursuing Army approval of IRL definitions***

## Emerging Trends from PEO Community

- Maintain frequent communication to allow **better coordination across stakeholders** (9 lessons from 7 PEOs)
  - Engage with all stakeholders, form IPTs, and conduct IPRs/ meetings on a regular basis.
- **Consider test efficiencies during test plan development** (6 lessons from 4 PEOs)
  - Potential test efficiencies include increasing test articles, combining tests, use of data from similar programs, and use of M&S.

# Case Studies

**COMPLETE:**

- **Long Endurance Multi-Intelligence Vehicle (LEMV) Lessons Learned Case Study**
  - Feb. 2013 - tasked by DASM to collect ALL
  - 12 lessons identified and logged
  - Report provided to DASM & available on ALLP

- **Armored Multi-Purpose Vehicle (AMPV) Acquisition Strategy Lessons Learned Case Study**
  - Mar. 2013 - HQDA G-8 requested ALL review of acquisition strategy and hindrances to acceleration
  - 3 lessons identified
  - Report provided to HQDA & available on the ALLP

**ONGOING:**

- **Acquisition Documentation Study**
  - **Purpose**: Based on preliminary trends identified in lesson learned submissions presented in April 2013, it was decided that AMSAA should conduct an in-depth analysis of Acquisition documentation requirements and staffing processes.
  - **Status:** Survey/Data Call sent to each PEO PoC for distro to all PMOs. 36 Responses received, initial analysis underway. May be merging with ASA(ALT) directed LSS effort.

# ‘Just in Time’ Lesson Packages

**Just-in-Time Lesson Learned packets are a listing of lessons learned taken from the ALL Portal that apply to the system’s upcoming phase within the Acquisition Lifecycle.**

- **Purpose:** Provide PHASE specific Lessons Learned packages to customers that apply to their system’s near term lifecycle, sorted by CATEGORY.

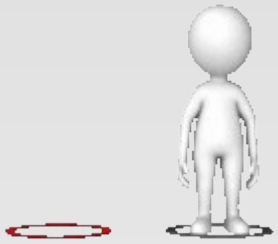
- Allows user to quickly scan list of lessons that might be applicable to their needs, and if further information is required, login to the ALLP and search the LL ID # for additional detail.

**PHASE – ENGINEERING, MANUFACTURING & DEVELOPMENT (EMD)**
**CATEGORY – TEST AND EVALUATION**
**DATE PULLED 2/11/2014**

| | |
|---|---|
| Lesson #: 80<br>Category: T&E<br>System: GCV | |
| **Lesson Learned** | Consider test efficiencies during test plan development, such as leveraging other Army agencies' data, building M&S into the test plan strategy, and challenging program requirements. |
| **Recommendation** | Program TEMP should address efficiencies identified during test plan development. OMS/MP should not always drive the test strategy. (It was primarily automotive changes being made to PIM. The test strategy should fit modification and/or intended use of the platform.) Test as last resort approach - Test Should Not be the Default Action. Utilize 'Test Off Ramps' tied to decision points to allow for reductions in test during the duration of the program test timeline and embed in TEMP. Institute Policy, Procedures, Regulations, Guidance and SOP updates that provide a mechanism by which the entire enterprise collectively works up-front, and throughout program timeline to gain efficiencies. Integrate the Test community into both the DAB and requirements development process. Leverage other Army agency’s data (Labs, DCMA, etc.) to address test requirements. Determine level of acceptable risk to program and correlate minimum amount of testing up-front in test plan development. Build M&S into test plan strategy early. Challenge program |
| Lesson #: 119<br>Category: T&E<br>System: AMPV | |
| **Lesson Learned** | Adequate on-site government/ materiel developer oversight at test locations is a necessity. |
| **Recommendation** | Adequate on-site government oversight at test locations is needed. The cost of the on-site representative is outweighed by the potential cost increase of extended testing. |

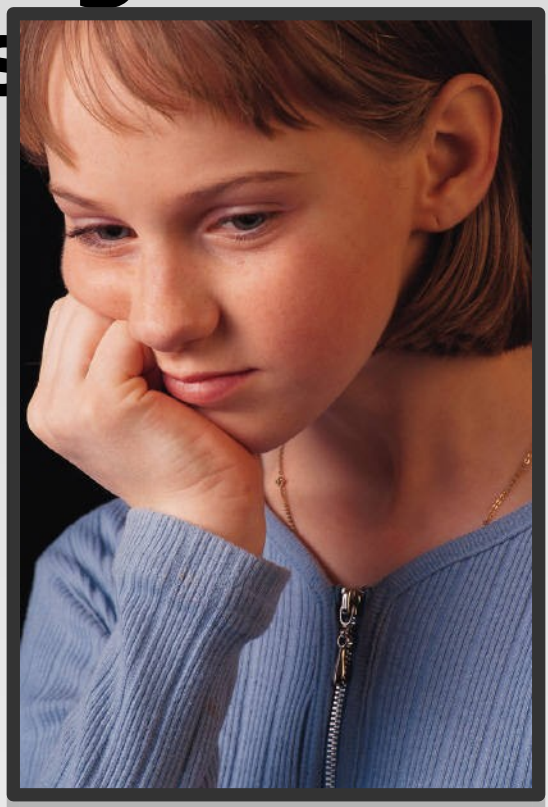
# Scenario Eleven – Program Scope Changes

You are the Contracting Officer and you are considering issuing a change order on one of your major contracts.



You have informally spoken with your contractor who has informed you he considers the work to be changed as out-of-scope.

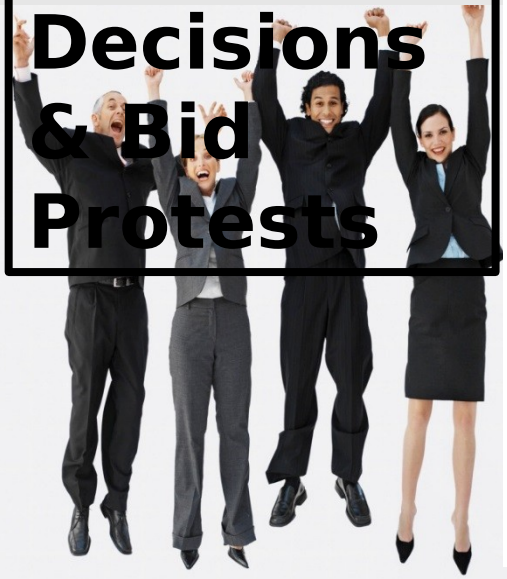
Where can you go to find lessons learned to feel more comfortable with your decision before you make it?



**Government Accountability Office (GAO)**

# Where could you go?

**Government Accountability Office (GAO) Legal Decisions & Bid Protests**



Decisions

Page

Bid Protests | Red Book | Appropriations Law | **Contract Appeals Board** | Federal Vacancies Act | Congressional Review Act

## Contract Appeals Board - Decisions

Learn more about the Contract Appeals Board.

Grunley Construction Company, Inc. (Appellant) v. Architect of the Capitol (Respondent), CAB No. 2010-6

Nov 26, 2012

Grunley Constuction Company, Inc. (Appelant) v. Architect of the Capitol (Respondent), CAB No. 2007-3

Nov 26, 2012

Data Integrators, Inc. (Appellant) v. U.S. Government Printing Office (Respondent), CAB No. 2010-2

May 8, 2012

Inventory Discount Printers, CAB No. 2011-1

May 31, 2011

Grunley Construction Company, Inc., appeals the final decision of the contracting officer of the Architect of the Capitol (AOC) under contract No. AOC-0400062, denying Grunley's request for an equitable adjustment of $3,640,520 for work performed to replace certain windows at the United States Supreme Court (USSC). Grunley asserts that it and its window subcontractor, Masonry Arts, Inc. Read more

View Decision (PDF)

New Look/ New Feel Coming to Communities and Job Support Tools as we migrate content to a new platform

Watch ACC News at https://acc.dau.mil/accnews for current

# Coming soon to DAU External Site

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## Defense Intelligence

USD(AT&L) Frank Kendall said he reviews defense intelligence data -- particularly technical intelligence -- every morning - "I look at weapons systems that others are developing and try to make some determination as to what impact they're going to have on our abilities on the battlefields of the future -- or the present, in some cases." Navy League event, November 5, 2014.

Check out these resources!

- Defense Daily - Business news, market research, competitive analysis and intelligence in the international defense industry
- Gale Global Issues in Context - International viewpoints and analyses on a broad spectrum of global issues, topics, and current events
- Gale Military & Intelligence - Source of socioeconomic effects of war, governmental policies, and the structure of armed forces
- LexisNexis –News and business information, legal documents, and public records
- IHS Jane's - News, data, information, analyses, forecasts of international defense industries, markets, and issues.

## MDAP Situational Awareness

Short on time, but need situational awareness on MDAPs - access to analysis, current news and developments, perspectives from industry, government and academia, and other key acquisition-related topics, with up-to-the-hour

## Professional Development

BBP 3.0's seventh focus area targets improvement of the professionalism of the acquisition workforce.

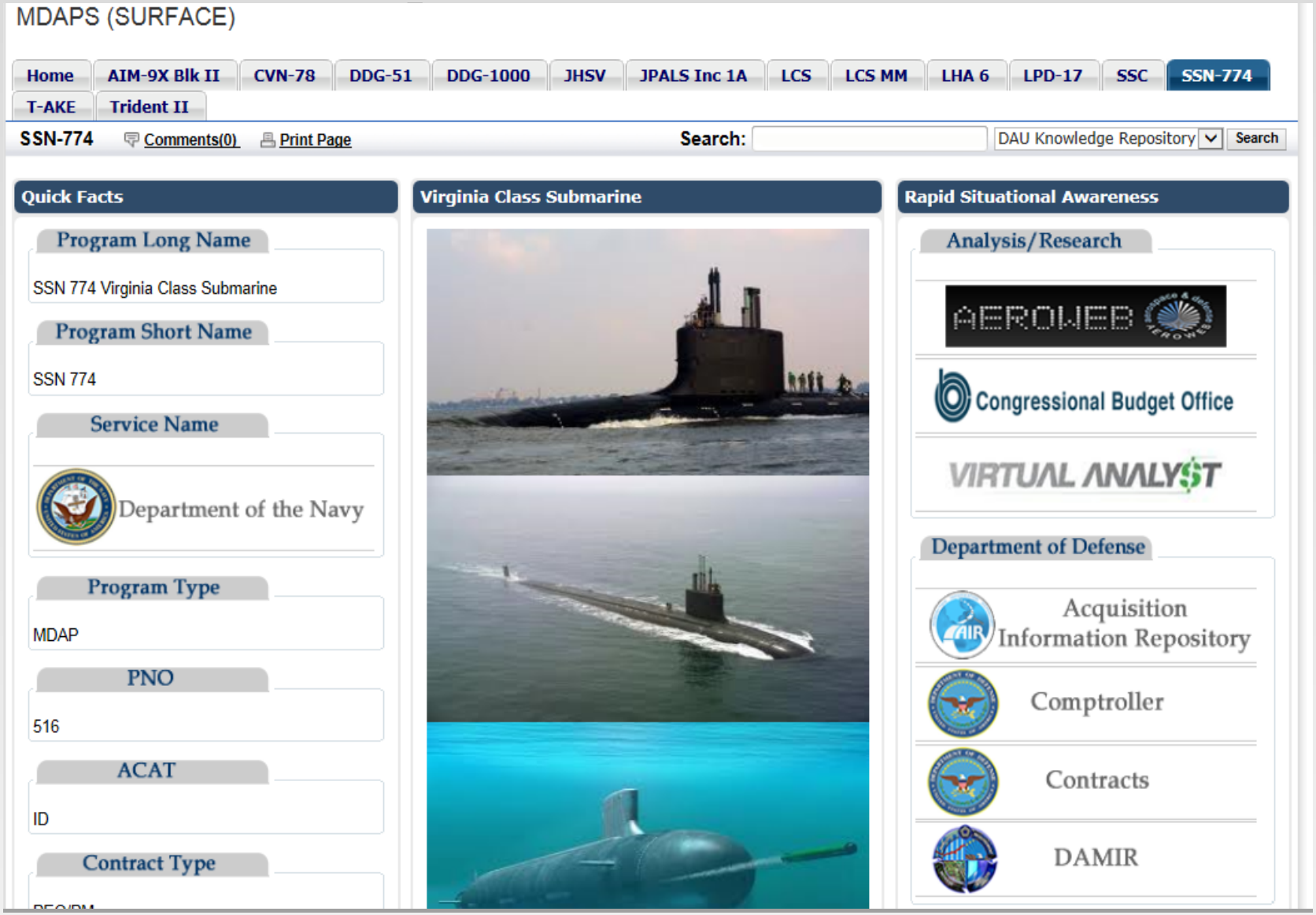
Check out these resources!

## Research & Development

"The Budget ... makes strategic investments in the priorities identified in the 2012 Defense Strategic Guidance and the 2014 Quadrennial Defense Review, such as ... continuing to invest in research and development to feed innovation in both

# MDAP/MAIS Site for Situational

**SSN 774**




http://dau-mil.beta.libguides.com/mdaps (currently internal to DAU only)

# Final Thoughts

- **Defense Acquisition Workforce changes affect all of us**
  - **"Boomers" departure accelerating – affects DAW's corporate knowledge**
  - **Technology is exploding in capability/span of coverage**

- **Defense Acquisition is working to better capture "how to" information, best practices, lessons learned**
  - **Complementing the "what" (information sites) with the "how it can work"**
  - **Creating more "How do I?" or "Where do I go" sites**

- **You can provide valuable inputs to these sites "enriching the mix"**
  - **Contact specific site owners for specific instructions on**

# Questions?

- **Questions about this briefing: Kathy.Spainhower@dau.mil**
- **Questions about Defense Acquisition Portal resources: DAPFeedback@dau.mil**
- **Questions about Acquisition Community Connection resources: ACC@dau.mil**
- **Questions about login (username & password) accessibility for all DAU resource: DAUHelp@dau.mil**

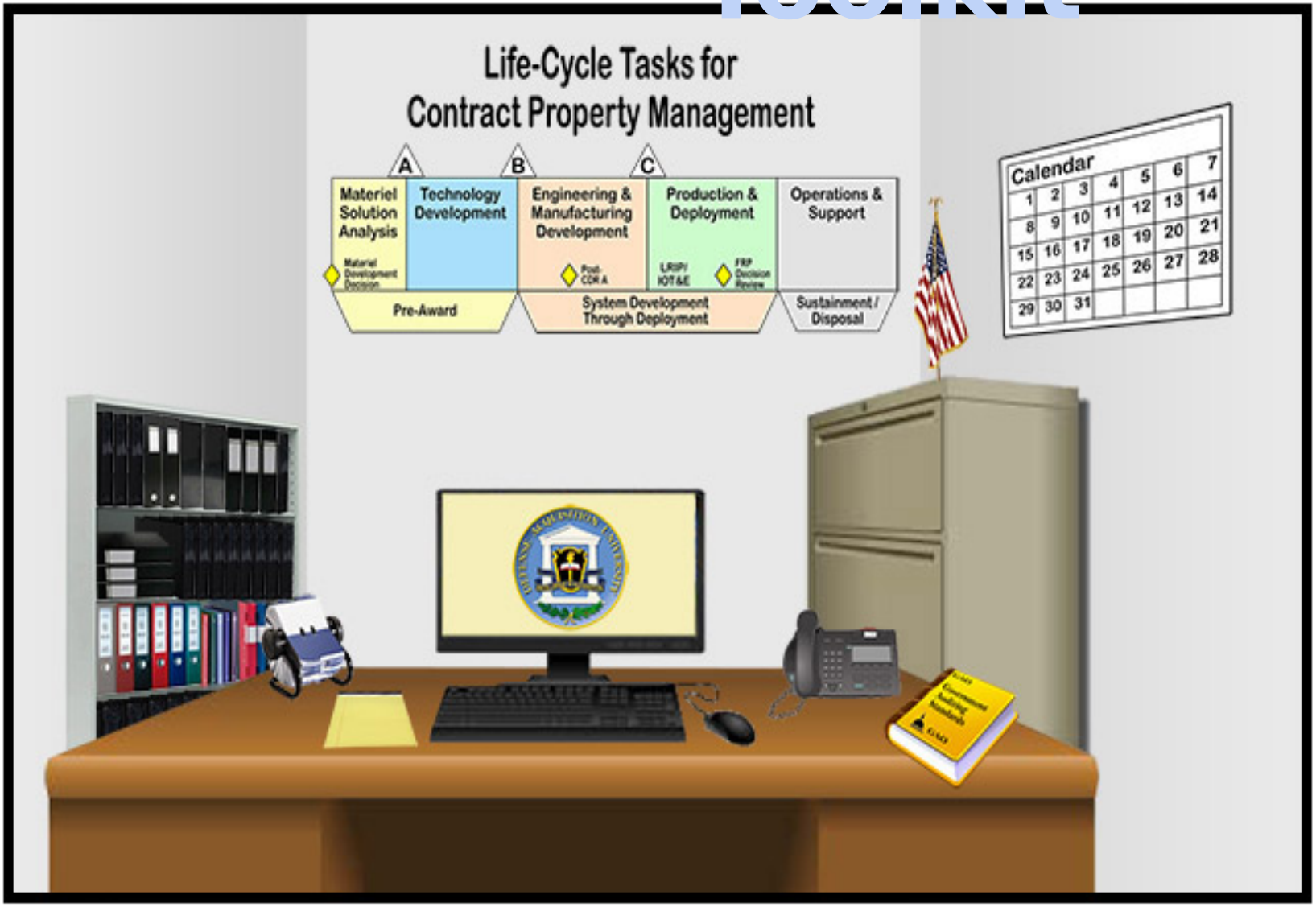
# Additional Resources on Handout

**(Note: Handout has additional resources not in slides)**

Contract Property Toolkit
https://acc.dau.mil/gpg

# Contract Property Toolkit

Click on the icons in the graphic below to access content (Book Rack, Wall Chart, Calendar, File Cabinet, Rolodex, Notepad, PC Monitor, Phone, Yellow Book)



**Solicitation Preparation Guide for the Acquisition of Commercial Items in DoD https;//acc.dau.mil/CISolPrepGuide**

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- Other FAR Clauses
- DFARS 252.212-7001
- Other DFARS Clauses
- Solicitation Provisions

Tags

commercial "commercial items" contracting dfars "dfars 252.212-7001" "dfars clauses" far "far 52.212-4" "far 52.212-5" "far clauses" guide item preparation sf1449 solicitation "solicitation preparation guide" "solicitation provisions" solprepguide

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# Solicitation Preparation Guide for the Acquisition of Commercial Items in DoD

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## Welcome

PREVIOUS PAGE NEXT PAGE

SOLICITATION PREPARATION GUIDE FOR THE ACQUISITION OF COMMERCIAL ITEMS BY DoD

Current through 28 August 2014

FAC 2005-76

DPN 20140828

CD 2014-O0019

### Purpose

The purpose of this guide is to 1) assist DoD contract specialists responsible for preparing competitive solicitations for the acquisition of commercial items using FAR Part 12 procedures, 2) assist DoD contracting officers or other DoD contracting personnel responsible for ensuring the quality of these solicitations prior to their release, and 3) assist administrators of automated procurement systems used by DoD (i.e., PD2, ConWrite, etc.) who are responsible for ensuring that competitive solicitations produced with the aid of these automated procurement systems are of good quality. This guide does not specifically address the preparation of combined synopsis/solicitation procedure described in FAR 12.603. However, the information in this guide may be useful in preparing a combined synopsis/solicitation as it relates to the type of information that should be in an addendum, the clauses to be incorporated by reference in FAR 52.212-5, etc.

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- Policy
- Resources
- Tools & Templates
- Training
- Continuous Learning Modules (CLM)

Tags

accounting award-incentive-fees

# Comparison of Major Contract Types - January 2014

References

**Comparison of Major Contract Type**
shttps://acc.dau.mil/contract-types-card

11 Helpful Votes

## Long Description

The Comparison of Major Contract Types Chart is based on the information in the Contract Pricing Reference Guides (Volume 4 – Advanced Issues in Contract Pricing, Chapter 1 - Establishing And Monitoring Contract Type), and updated for statutory/regulatory/policy changes and court decisions that have not been included in the Guides. On the reverse side of the Chart is additional information on contract types and incentives used in Defense Systems Management College (DSMC) courses at the Defense Acquisition University (DAU).

***** The files are two versions of a single two sheet chart (i.e., Comparison of Major Contract Types). One version is designed for viewing (i.e., "Comparison of Major Contract Types JANUARY 2014 Final Version [VIEW]") and the other for duplex, two-sided, printing, depending on the capabilities of the printer (i.e., "Comparison of Major Contract Types JANUARY 2014 Final Version [PRINT]").***

***** Printing Instructions: The "PRINT" version of the Chart is designed for duplex, two-sided, printing on 11x17 paper. It can be printed either black and white or color.***

## File Title

Comparison of Major Contract Types - January 2014 - print and view versions

## File

Comparison of Major Contract Types JANUARY 2014 Final Version PRINT.ppt

Comparison of Major Contract Types JANUARY 2014 Final Version VIEW.ppt

## Benefit/Value

Comparison of Major Contract Types - JANUARY 2014

*** Current through Federal Acquisition Circular (FAC) 2005-72, effective January 1, 2014**

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- Defense Acquisition Guidebook (DAG) (OSD)
- DoD IPS Implementation Roadmap (DAU)
- DoD Risk Management card (DAU)
- Earned Value Management (EVM) Gold Card (DAU)
- Glossary of Defense Acquisition Acronyms and Terms (DAU)
- Information Assurance Policy Chart (DTIC)
- Generic Acquisition Process (DAU)
- Milestone Document Identification (MDID) tool (DAU)
- Product Support Manager (PSM) Toolkit (DAU)
- Program Manager's Toolbox Requires CAC from within .MIL domain/VPN
- Risk Reporting Matrix (DAU)
- Service Acquisition Mall (DAU)
- Systems Engineering Technical Review Timing
- Systems Engineering Technical Review Slide Rule

**Program Manager's e-Toolkit http://pmtoolkit.dau.**

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Product Support Analytical Tools

Tags

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# Product Support Analytical Tools

Community

Main View All Contributions What's New Q & A

**Product Support Analytical Tools Database https://acc.dau.mil/psa-tools**

## Welcome

PRODUCT SUPPORT ANALYTICAL TOOLS

**Overview:** This repository profiles more than 400 government and commercial analytical tools for facilitating product support decisions, with an emphasis on DoD system product support. This database include decision support tools and data sources for product support modeling, simulation, management, analysis, assessment, evaluation, and logistics product data management. For each tool, you'll find a description, the processes the tool or data source supports, the Integrated Product Support Elements the tool or data source supports, Services that use the tool or data source, and ways to view additional information about each tool or data source.

**Submit feedback:** The repository is a work in progress. We seek your feedback and your inputs. Sign in with an ACC account and rate any tools you're familiar with, join a tool discussion, and suggest new tools.

Suggest a new tool

Suggest updates to existing tools using the Feedback button at the top of every page.

**View all tools** and sort them by column header on the List of All Contributions at the bottom of this page.

**Filter the tools** by selecting a link below (Add more filters on the next screen - see Tutorial)

Tutorial

Select the process the tool should support

***Supportability Analysis processes:***

- Failure Modes & Effects Analysis (FMEA) / Failure Modes Effects & Criticality Analysis (FMECA)
- Fault Tree Analysis (FTA)
- Level of Repair Analysis (LORA)
- Maintenance Task Analysis (MTA)
- Reliability & Maintainability (R&M) Modeling, Prediction, Allocation and Analysis
- Reliability Centered Maintenance (RCM) Analysis
- Supportability Analysis

***Program Planning/Control processes:***

- Business Case Analysis (BCA)
- Configuration Management
- Diminishing Manufacturing Sources & Material Shortages (DMSMS)
- Logistics Assessment (LA)
- Manpower Analysis
- O&S Cost Estimating
- Risk Management
- Standardization
- Supply Chain Management (SCM)

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- Online Catalog

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- NTIS out-of-print publications
- Glossary of Defense Acquisition Acronyms and Terms

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